



**COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER**

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March 22, 2010

TO: Supervisor Gloria Molina, Chair
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: Wendy L. Watanabe
Auditor-Controller

**SUBJECT: THE RESOURCES COMPANY'S EVIDENCE-BASED PRACTICES
TRAINING STATUS REPORT – 7/1/2009 to 12/31/2009**

On December 4, 2007, your Board approved a contract (Contract No. 76405) between the Probation Department (Probation) and The Resources Company (TRC) to provide Evidence-Based Practices (EBP) training to Probation staff. In addition, your Board directed the Chief Executive Officer (CEO), in conjunction with the Auditor-Controller (A-C) to provide quarterly status reports on the progress of TRC in achieving the contract's deliverables.

Your Board also directed the quarterly reports to include: 1) an update on Probation's overall training efforts related to EBP and 2) an update on the number of staff, youth, and community-based organizations (CBOs) that have been trained by TRC on EBP, along with the associated costs. This status report covers training activity through December 31, 2009.

On November 18, 2008, your Board approved a contract amendment extending TRC's contract through June 2010 and decreasing the maximum contract amount by \$5,557 to \$489,011.

TRC's Contract Deliverables

During the review period, TRC conducted two training sessions required by the contract. A total of 36 Probation staff and managers completed the training (Attachment I). TRC also provided technical assistance to Probation's trainers in specific areas identified in

the contract and provided the Department with other training assistance (Training Administration). Training Administration included TRC's time to manage and coordinate the contracted services, explore new training ideas and develop new training programs for Probation. Probation paid TRC \$34,997 during the period for training and Training Administration.

Since the inception of Contract No. 76405 (from December 2007 through December 2009), TRC completed 43 (78%) of the 55 required sessions covering 25 subjects. Approximately 705 attendees completed the training (Attachment II). As of December 2009, Probation paid TRC \$349,865 (72%) of their total contract amount of \$489,011.

Probation's Overall EBP Training Efforts

Probation conducted a total of 81 EBP training sessions from July 2009 through December 2009 that 1,593 Probation managers and staff attended. The sessions covered ten different EBP topics (Attachment III). We reviewed the sign-in sheets for 64 (79%) of the 81 training sessions and confirmed that the number of attendees reported in Probation's training records matched the numbers listed on the sign-in sheets. Overall, since December 2007, Probation conducted a total of 450 EBP training sessions to 8,277 attendees from Probation (Attachment IV).

From July 2009 through December 2009, Probation also provided training to 297 managers and staff from at least 75 different CBOs (Attachment V). The exact number of CBOs was not available since Probation did not always identify the CBOs that attended the training. Specifically, Probation did not identify the CBOs for 59 staff that attended training provided to faith-based organizations. Since January 2006, 1,078 managers and staff from at least 125 different CBOs received training covering 13 different topics (Attachment VI).

Auditor-Controller Recommendations

While working collaboratively with Probation to complete this assignment, we noted the following areas where Probation can enhance its operational management and oversight of this contract:

- **Ensure that the contract accurately reflects the training deliverables expected from TRC with timelines for completion.**

TRC's work plan identified 55 training sessions that they planned to provide covering 12 different subjects. TRC's work plan also identified the number of classes that they planned to provide within each subject.

During the term of the contract, Probation requested that TRC increase the number of classes for a selected number of subjects and reduce the number of classes in

other subjects. However, Probation did not revise the work plan to reflect the changes. For example, TRC exceeded the required number of training sessions for four (33%) of the 12 subjects and reduced the number of training sessions planned for three (25%) of the 12 subjects. The shift in classes did not require a change to the maximum contract amount.

Although Probation and TRC agreed to all of the noted changes, Probation needs to ensure that the work plan accurately reflects the expected training deliverables with timelines for completion. We also recommended, in our previous report, that Probation revise the work plan.

- **Ensure that Probation staff obtain sufficient documentation to support the amounts billed prior to paying TRC.**

Probation did not maintain documentation to support 323.5 (34%) of the 959 service hours paid to TRC from October 2008 through December 2009. Probation management subsequently obtained documentation to support 249.5 service hours paid. Probation management needs to ensure that TRC provided the services for the remaining 74 hours or require TRC to repay Probation. In addition, Probation needs to maintain sufficient documentation to support the services received prior to paying TRC.

- **Maintain sign-in sheets that clearly identify the names and affiliated organization for attendees at all training sessions.**

As mentioned earlier in this report, the exact number of CBOs was not available since Probation did not ensure that all attendees recorded the name of their organization or ensure that the information was legible on the attendance sheets. Probation management needs to ensure that staff maintains sign-in sheets that clearly identify the names and affiliated organization for attendees at all training sessions.

Review of Report

We discussed the details of our recommendations with Probation management and they indicated that they will create a revised work plan with TRC within the next 30 days that will accurately reflect the expected training deliverables with timelines for completion. In addition, Probation management indicated that they have discussed this billing issue with their accounts payable staff and have emphasized the importance of ensuring that they obtain sufficient documentation to support the receipt of goods/services prior to paying vendor invoices.

Board of Supervisors
March 22, 2010
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Please call me if you have any questions or require additional information, or your staff may contact Don Chadwick at (213) 253-0301.

WLW:MMO:JET:DC

Attachments

c: William T Fujioka, Chief Executive Officer
Sachi A. Hamai, Executive Officer, Board of Supervisors
Cal Remington, Acting Chief Probation Officer
Justice Deputies
Public Information Office
Audit Committee

**Los Angeles County Probation Department
EBP Training of Probation Staff by TRC for Contract No. 76405
July 2009 through December 2009**

Bureau / Topic	Certification Number	No. Session	No. Hours Per Session	Total No. Attendees	Total Class Hrs. Attended
Teaching Pro-Social Skills/ART (Booster Training)	0015-045419	1	8	26	208
Teaching Pro-Social Skills Agency Training for Trainers	0015-052340	1	16	10	160
Total		2	N/A	36	368

Los Angeles County Probation Department
EBP Training of Probation Staff by TRC for Contract No. 76405
December 2007 through December 2009

Bureau / Topic	Certification Number	No. Sessions	No. Hours Per Session	Total No. Attendees	Total Class Hrs. Attended ¥
Evidence-Based Practices for Trainers	0015-039946	1	16	17	272
Thinking for a Change	0015-039947	2	32	26	804
Core Correctional Practices	0015-039984	1	32	17	548
Motivational Interviewing Training for Trainers	0015-039985	1	40	17	676
Girls Moving On	0015-040288	1	40	15	551
Core Correctional Practices (Observation)	0015-040715	4	20	68	1,360
Motivational Interviewing (Observation)	0015-040721	4	20	68	1,360
The Role of Evidence Based Management	0015-041364	2	16	29	464
Getting Motivated to Change	0015-044928	5	4	64	256
Teaching Pro-Social Skills/ART	0015-045385	3	16	87	1,392
Teaching Pro-Social Skills/ART (Booster Training)	0015-045419	1	8	26	208
Principles of Effective Correction Intervention and EBP	0015-047896	2 σ	8	29	232
Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS) - Clinical Training	0015-048336	1	16	22	336
Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS)	0015-048431	1	16	13	208
Getting Motivated to Change - T4T	0015-048558	1	8	17	136
CBT Small Group Facilitation Skills	0015-048568	1	16	19	296
Cognitive Behavioral Intervention, Theory & Practice	0015-048785	1 σ	24	13	312
Motivational Interviewing Treatment Integrity (MITI-T4T)	0015-048904	1	40	16	624
Motivational Interviewing - Master Trainer	0015-048907	1	40	13	504
Advancing Skill Sets and Interaction Styles of the Security & Support Team (ASSISST)	0015-049049	2	24	41	972

¥ The total class hours attended does not always equal the number of hours per session multiplied by the total number of attendees because some employees did not attend the entire training session.

σ TRC did not provide documentation to identify the attendees. However, Probation managers at the training locations confirmed that TRC completed the training.

Los Angeles County Probation Department
EBP Training of Probation Staff by TRC for Work Order 76405
December 2007 through December 2009

Bureau / Topic	Certification Number	No. Sessions	No. Hours Per Session	Total No. Attendees	Total Class Hrs. Attended ¥
Core Correctional Practices - Master Trainer	0015-049152	1	40	14	525
Teaching Pro-Social Skills Agency Training for Trainers	0015-052340	1	16	10	160
Core Correctional Practices - Technique	N/A	1	40	17	680
Introduction to Motivational Interviewing - Technique	N/A	1	40	17	680
Thinking for a Change (Booster Training)	N/A	3	24	30	720
Total		43	N/A	705	14,276

¥ The total class hours attended does not always equal the number of hours per session multiplied by the total number of attendees because some employees did not attend the entire training session.

Los Angeles County Probation Department
EBP Training of Department Staff (excluding TRC Training for Work Order 76405)
July 2009 to December 2009

Topic	Instructor	Certification Number	No. Sessions	No. Hours Per Session	Total No. Attendees	Total Class Hrs. Attended ¥
Levels of Service-Case Management Inventory	Probation Staff	0015-040104	1	32	15	480
Teaching Pro-Social Skills/ART/Clinical Training	Probation Staff	0015-045385	7	32	70	1,096
Motivational Interviewing	Probation Staff	0015-048078	18	40	457	9,028
Core Correctional Practices	Probation Staff	0015-048079	23	40	585	11,424
Introduction to Motivational Interviewing	Probation Staff	0015-048860	22	40	321	6,360
Core Correctional Practices - Master Trainer	Probation Staff	0015-049152	2	40	31	1,230
WRE-Multidimensional Treatment Foster Care	Vendor	0015-051336	1	10	2	20
Introduction to Motivational Interviewing	Probation Staff	0015-051771	2	40	32	1,276
Skills Streaming	Probation Staff	0015-052765	4	8	72	574
Making It Through (MIT) - Training for Trainers: Counseling Skills - Phase 1 Boost	Probation Staff	0015-053525	1	20	8	160
Total			81	N/A	1,593	31,648

¥ The total class hours attended does not always equal the number of hours per session multiplied by the total number of attendees because some employees did not attend the entire training session.

**Los Angeles County Probation Department
EBP Training of Department Staff (excluding TRC Training for Work Order 76405)
December 2007 to December 2009**

Topic	Instructor	Certification Number	No. Sessions	No. Hours Per Session	Total No. Attendees	Total Class Hrs. Attended ¥
Standardized Juvenile Offender LARRC	Probation Staff	0015-026073	9	24	192	4,541
Standardized Juvenile Offender	Vendor	0015-026073	4	24	77	1,748
Standardized Juvenile Offender	Probation Staff	0015-026074	1	24	21	488
Standardized Juvenile Offender Assessmen	Probation Staff	0015-026552	1	24	14	336
Behavior Management Program	Probation Staff	0015-035116	6	8	111	888
LEAPS Curriculum And The LARRC	Probation Staff	0015-036749	3	4	62	248
LEAPS Training	Probation Staff	0015-037944	7	8	146	1,168
Intro To Motivational Interviewing	Probation Staff	0015-038420	7	8	131	1,040
Implementing Evidence Based Practices	Probation Staff	0015-039946	23	4	439	1,756
Implementing Evidence Based Practices	TRC/Probation Staff	0015-039946	16	4	305	1,220
Motivational Interviewing-Training For	Probation Staff	0015-039985	1	40	19	760
Levels Of Service/Case Management Invent	Probation Staff	0015-040104	6	32	91	2,816
Levels Of Service/ Case Management	TRC	0015-040104	5	32	105	3,208
Motivational Interviewing	Probation Staff	0015-040705	9	8	222	1,776
Motivational Interviewing & The Stages	Probation Staff	0015-040708	4	4	36	144
Core Correctional Practices	Probation Staff	0015-040715	52	20	767	15,059
Motivational Interviewing For Camp Staff	Probation Staff	0015-040721	40	20	536	10,571
Core Correctional Practices	Probation Staff	0015-040869	13	8	180	1,424
Motivational Interviewing For Camp Staff	Probation Staff	0015-042184	8	12	177	2,084
IFT-Causal Model Of Delinquency	Probation Staff	0015-042384	5	1	104	104
Causal Model Of Delinquency	Probation Staff	0015-042384	1	2	23	46
RTSB Behavior Management Program	Probation Staff	0015-043490	1	4	10	40
LARRC Recidivism Risk Levels And Case	Probation Staff	0015-043586	7	4	34	131
LARRC Recidivism Risk Levels And Case	Vendor	0015-043586	2	4	53	212
Trauma, Loss, And PTSD	Vendor	0015-043640	22	12	703	8,220

¥ The total class hours attended does not always equal the number of hours per session multiplied by the total number of attendees because some employees did not attend the entire training session.

**Los Angeles County Probation Department
EBP Training of Department Staff (excluding TRC Training for Work Order 76405)
December 2007 to December 2009**

Topic	Instructor	Certification Number	No. Sessions	No. Hours Per Session	Total No. Attendees	Total Class Hrs. Attended ¥
IFT-Levels Of Service Inventory (LS/CMI)	Probation Staff	0015-043726	1	2	26	52
Adolescent Development And Delinquency	Probation Staff	0015-044109	1	8	12	96
Aggression Replacement Training/Teaching	Probation Staff	0015-045385	10	16	156	2,464
Aggression Replacement Training/Teaching	Probation Staff	0015-045419	1	8	26	208
Behavior Management Program Overview	Probation Staff	0015-045537	16	2	243	486
WRE-2008 Blueprints Conference	Vendor	0015-045646	1	12	1	12
Prevention & Early Intervention Training	Vendor	0015-046089	15	4	236	944
Cognitive Behavioral Intervention For	TRC	0015-046130	2	16	22	336
WRE-Evidence Based Correctional Program	Vendor	0015-046370	1	20	1	20
Management Program For Camps Part 1	Probation Staff	0015-046879	14	4	220	880
WRE-Motivational Interviewing	Vendor	0015-047620	1	24	1	24
Levels Of Service/Case Management Inv	Probation Staff	0015-047804	8	8	148	1,184
Motivational Interviewing	Probation Staff	0015-048078	15	20	458	9,028
Core Correctional Practices	Probation Staff	0015-048079	20	20	551	10,473
Evidence Based Practices Current Trends	Probation Staff	0015-048286	1	8	42	332
Static 99	Probation Staff	0015-048691	1	8	40	320
Sdpo Camp Resesign:You Make A Difference	TRC	0015-048759	3	8	52	416
Introduction To Motivational Interviewin	Probation Staff	0015-048860	38	20	609	11,892
Core Correctional Practices-Master Train	Probation Staff	0015-049152	2	40	31	1,230
Functional Family Probation Services	Vendor	0015-049279	1	14	19	249
WRE-Multi-Systemic Therapy (MST)	Vendor	0015-049417	1	3	3	9
WRE-M.I.N.T. Training For Trainers	Vendor	0015-049979	1	20	1	20
Strategic Plan And EBP Training	Probation Staff	0015-050088	3	16	82	1,272
Spousal Abuse Risk & Assessment	Vendor	0015-050650	1	8	46	368
WRE-Functional Family Therapy Conference	Vendor	0015-051043	1	20	2	40

¥ The total class hours attended does not always equal the number of hours per session multiplied by the total number of attendees because some employees did not attend the entire training session.

**Los Angeles County Probation Department
EBP Training of Department Staff (excluding TRC Training for Work Order 76405)
December 2007 to December 2009**

Topic	Instructor	Certification Number	No. Sessions	No. Hours Per Session	Total No. Attendees	Total Class Hrs. Attended ¥
WRE-Functional Family Probation Training	Vendor	0015-051199	1	9	14	126
WRE-Multidimensional Treatment Foster Ca	Vendor	0015-051336	1	10	2	20
WRE-Behavior Change Phase Of Functional	Vendor	0015-051420	1	14	9	126
Introduction To Motivational Interviewin	Probation Staff	0015-051771	2	40	32	1,276
Skill Streaming	Probation Staff	0015-052765	4	8	72	574
MIT-T4T: Counseling Skills-Phase 1 Boost	Probation Staff	0015-053525	1	20	8	160
Static-99 Train The Trainers Course	Vendor	0767-4503	1	12	5	60
Jsorrat-li Train The Trainers Course	Vendor	0767-5988	1	7	2	14
Simplified Court Report Writing	Vendor	0920-031594	10	8	197	1,576
Motivational Interviewing	Vendor	0966-042556	7	8	103	820
Motivational Interviewing	Vendor	2186-039812	4	8	120	960
Core Correctional Practices	Vendor	2186-048788	4	8	126	1,008
Individual And Group Cognitive-Behaviora	Vendor	3332-029070	1	16	1	16
			N/A	450	8,277	109,119

¥ The total class hours attended does not always equal the number of hours per session multiplied by the total number of attendees because some employees did not attend the entire training session.

**Los Angeles County Probation Department
EBP Training of CBO Staff
July 2009 to December 2009**

Topic	Legend	No. CBOs Represented	No. Hours Per Session	Total No. Attendees	Total Class Hrs. Attended
Core Correctional Practices	CCP	27 β	4	63	252
Implementing Evidence-Based Practices	EBP	32	4	61	244
Motivational Interviewing	MI	39 β	4	93	372
Teaching Pro-Social Skills	TPS	31 β	4	80	320
Totals		(a)	N/A	297	1,188

β Probation did not obtain the name of the CBO associated with some attendees that received training. Therefore, the total number of CBOs represented may be understated.

(a) At least 75 different CBOs attended the EBP training sessions including 11 that had current contracts with Probation.

**Los Angeles County Probation Department
EBP Training of CBO Staff
January 2006 to December 2009**

Topic	Legend	No. CBOs Represented	No. Hours Per Session	Total No. Attendees	Total Class Hrs. Attended ¥
Adolescent Stages of Development	ASD	9	8	140	1,120
CBO Tracking System	CBO-TS	15	2	89	178
Core Correctional Practices	CCP	40 β	4	83	332
Implementing Evidence-Based Practices	EBP	36	4	68	272
FFT/MST (Overview)	FFT/MST	9	4	70	280
Getting Motivated To Change	GMTC	39	4	50	200
Best Practices Orientation for High Risk, High Need Youthful Offenders	HRHN	11	2	61	122
Motivational Interviewing	MI	61 β	4	150	600
Parent Project	PP	8	40	32	1,280
Strength-Based Case Management	SBCM	14	8	70	560
Social Learning Model Training	SLM	10	7	78	566
Teaching Pro-Social Skills	TPS	39 β	4	97	388
Why Evidence-Based Practices	WEBP	14	8	90	720
Totals		(a)	N/A	1,078	6,618

¥ The total class hours attended does not always equal the number of hours per session multiplied by the total number of attendees because some employees did not attend the entire training session.

β Probation did not obtain the name of the CBO associated with some attendees that received training. Therefore, the total number of CBOs represented may be understated.

(a) At least 125 different CBOs attended the EBP training sessions including 22 that had current contracts with Probation.